



# U.S. Department of Energy Office of Engineering and Construction Management

## Project Plan for the Project Assessment and Reporting System (PARS II)

Version 1.0b  
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## Title Page

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## Change Control Page

The change control page is used to record information about the changes (i.e., additions, modifications, deletions) that have been made to this document.

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12/12/2008	All	All	Initial Document	J. Bernsen, K. Mong, N. Ayers
1/14/2009	All	All	Incorporate comments from client review of December 18 and 22, 2008 as documented in the conference record.	J. Bernsen
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# 1 INTRODUCTION

## 1.1 Executive Overview

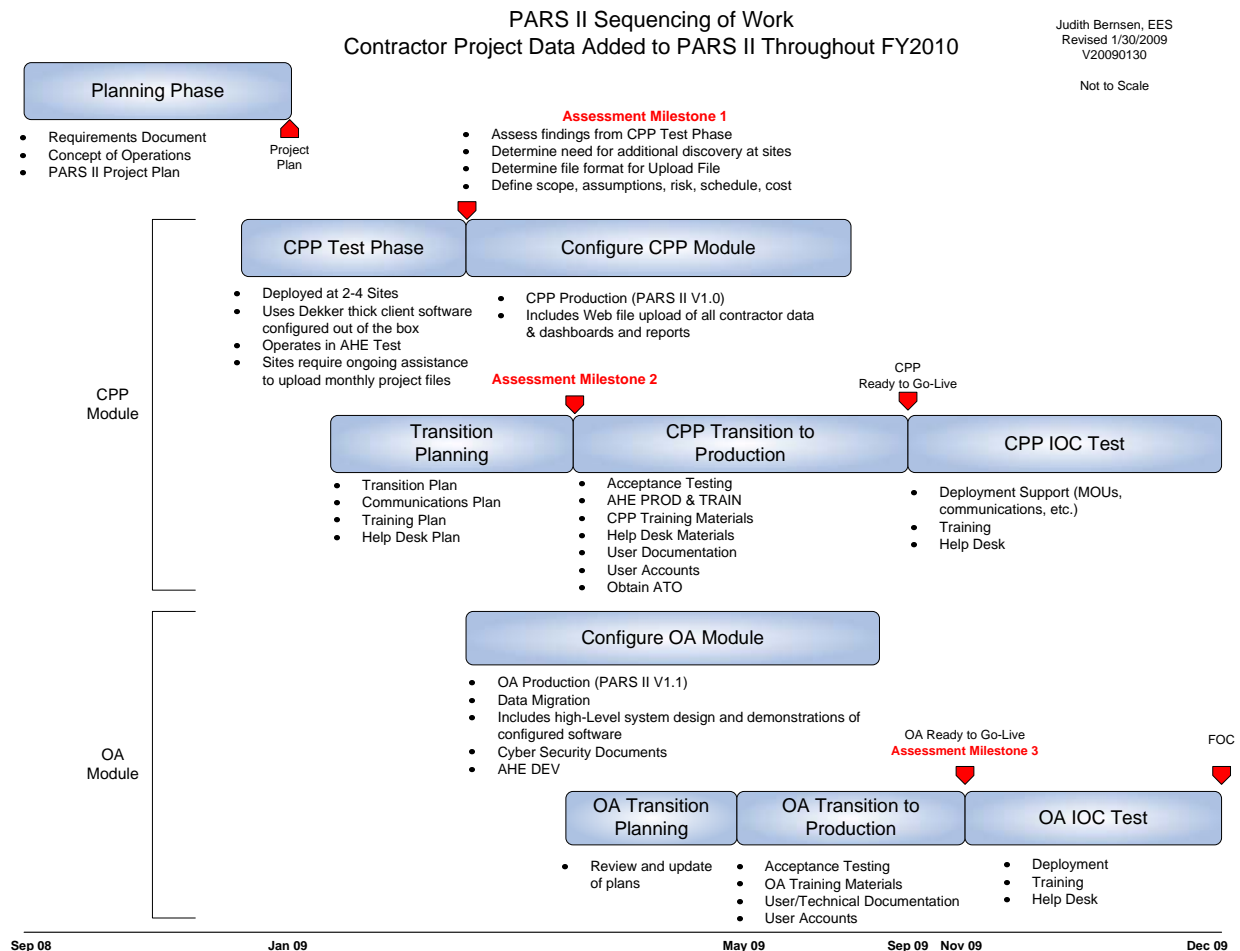
In September 2006, the Office of Engineering and Construction Management (OECM) commissioned Energy Enterprise Solutions, LLC (EES) to replace the Project Assessment and Reporting System (PARS). The new system, PARS II, will use a Commercial Off-The-Shelf (COTS) software suite of tools from Dekker, LTD. PARS II provides three major improvements.

- A web-enabled application for collecting project information.
- Detailed cost and schedule information from contractors on their project performance.
- Analytical and reporting tools for assessing and forecasting the status of projects.

Following completion of the requirements and Concept of Operations, this project plan proposes the path forward for building and implementing PARS II. Figure 1 presents a high-level view of the phases, major milestones, and major deliverables for the project. The strategy for the project approach is summarized below.

- Develop the Oversight and Assessment (OA) module and the Contractor Project Performance (CPP) module in parallel. (See the System Overview of the *Concept of Operations for PARS II, V1.0* for details.)
  - The OA module collects project information currently contained in PARS and ART and provides analytical and reporting tools.
  - The CPP module collects detailed cost and schedule information, risk logs, and management reserve from contractors and provides variance analysis.
- Iteratively develop the modules using a discovery/build/test approach. Iterative development and early testing at sites is especially important for the CPP module.
- Deploy out-of-the-box functionality to a few field sites to determine its viability and understand field readiness. *Note: Additional ongoing deployment and assistance to field sites during the configuration of the software is out of scope of this plan and may require an additional task.*
- Begin transition planning, particularly for the CPP module, early in the project life cycle so that the DOE project community has sufficient time to prepare for the change.
- Conduct an initial test run of the software, documentation, training, and processes with selected sites/projects in the last four months of Calendar Year (CY) 2009

- Begin operations and maintenance in January 2010, with contractor project performance data being added to PARS II throughout CY2010 once the contractor can provide the data.
- Incorporate three checkpoints where the knowledge and experience gained to-date are assessed and plans are reviewed and if necessary modified to reflect the findings.



**Figure 1 – PARS II Sequencing of Work**

The dates for the major milestones are listed in Table 1 below.

<b>Table 1</b> <b>PARS II Major Milestones</b>		
<b>Milestone</b>	<b>Description</b>	<b>Planned Date</b>
Planning Phase Completed	Concept of Operations and PARS II plan completed and software and consulting services acquired	1/16/2009
CPP Test Phase Completed	Deployment of Dekker thick client software to up to four field sites for purposes of determining software viability and understanding field readiness is completed.	2/28/2009
CPP Transition Planning Completed	Communications, transition, training and data migration planning completed	5/31/2009
CPP Software Configuration Completed	Dekker software configured to accept detailed project data from contractors and ready for acceptance testing	7/31/2009
CPP Ready to Go-Live	PARS II certified and accepted by DOE and ready to begin deploying to contractors to send project data and to Federal Project Directors, OECM and programs to review and analyze contractor data	9/1/2009
OA Software Configuration Completed	Dekker software configured to accept project data from Federal staff and ready for acceptance testing	9/30/2009
OA Ready to Go-Live	PARS II ready to begin deploying to Federal Project Directors, OECM and programs to report, review and analyze project data	11/2/2009
PARS II Operational	OECM and DOE programs are using PARS II for project reporting and analysis for all DOE projects; initial set of contractors are reporting project performance data monthly to PARS II; PARS I is no longer in use	1/4/2010
PARS II Fully Deployed	All DOE contractors are reporting project performance data monthly to PARS II	9/30/2010



The costs for design, configuration and deployment of PARS II are available from OECM.

## 1.2 Purpose of Document

The purpose of this document is to present the plan for designing and configuring the Dekker software suite for use at DOE and for planning for and implementing the deployment and transition to the new system. It is expected that this plan will be reviewed and updated at least three times.

## 1.3 Background

In 2001, the DOE Office of Engineering and Construction Management (OECM) MA-50, contracted with the Project Performance Corporation (PPC) to develop the Project Assessment and Reporting System (PARS). It is a web-enabled database application based on Earned Value Management System (EVMS) standards. Currently it is hosted by PPC at the <https://pars.energy.gov> site.

Since its creation, PARS has adapted to the changes in DOE'S requirements associated with project management oversight by using its original design and functionality. However, key stakeholders and users of PARS have reported deficiencies with the application.<sup>1</sup> As a result, in September 2006, the Office of Engineering and Construction Management (OECM) commissioned Energy Enterprise Solutions, LLC (EES) to enhance PARS or acquire and implement a new Commercial Off-The-Shelf (COTS) application to replace the current PARS.

Activities which have occurred since project inception in 2006 are listed below.

2006 - September	PARS II requirements developed PARS II database, forms and reports prototyped
2008 - May	Vendor selection process completed with the selection of Dekker LTD, and OCEM notified EES on such a decision.
2008 – June	OECM subtask order to EES to acquire and implement a COTS application
2008 – October	Dekker subcontract to EES established Concept of Operations for PARS II, V1.0, Draft developed

## 1.4 Project Objectives

The primary goal of this project is to replace PARS with the Dekker PMIS software product and

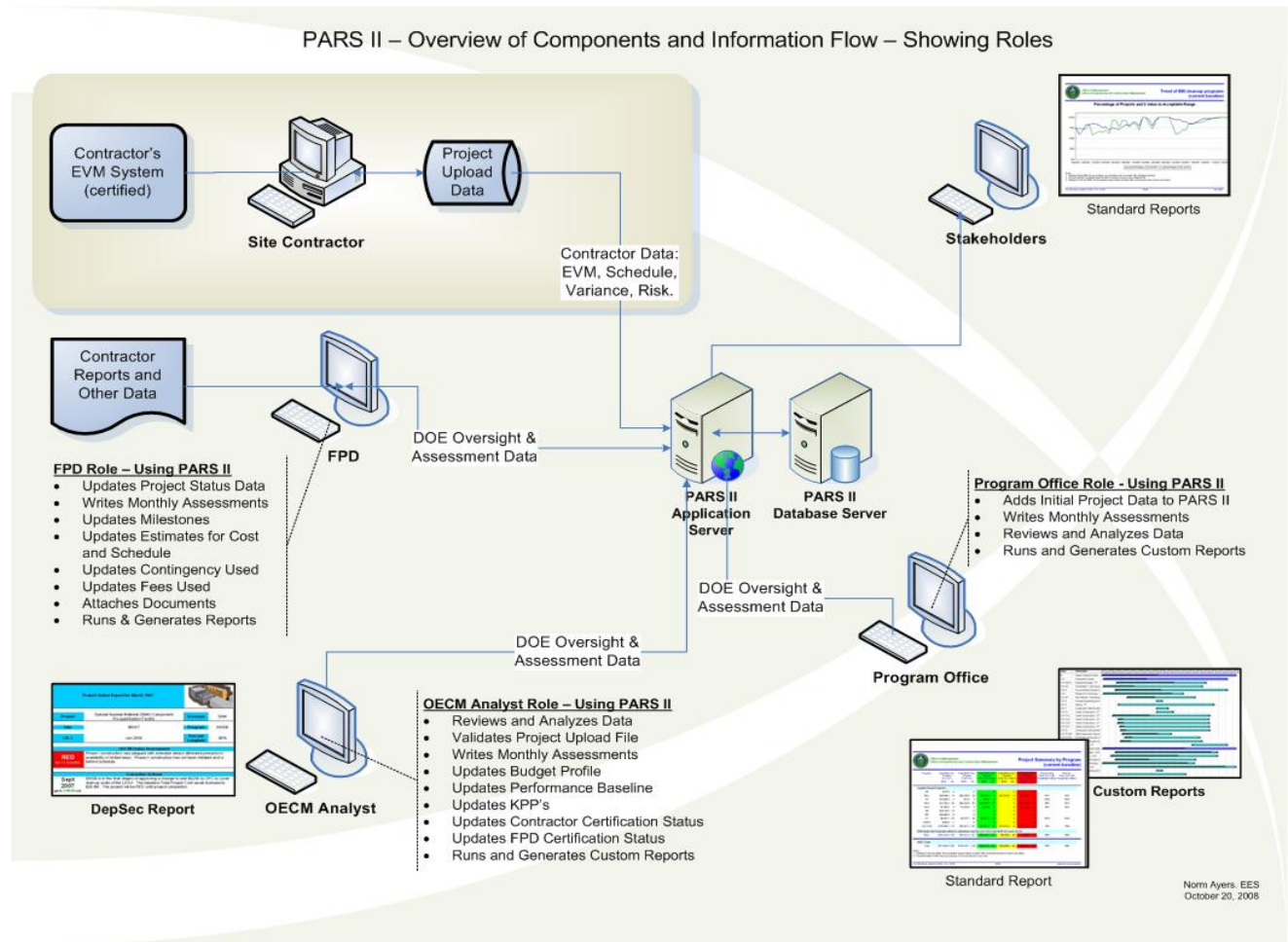
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<sup>1</sup> See the *Concept of Operations for PARS II, V1.0*, for further discussion of the background and PARS deficiencies.

to implement the application in such a way that it provides management, analysts and users with a “single source of truth” of data, to be presented in useful and meaningful formats. The primary objectives for the system are listed below.

- To implement PARS II CPP module data collection and reporting capabilities from DOE contractors at a lower level of detail, thereby providing transparency into contract project performance.
- To implement the PARS II OA module at locations across the complex, to collect and validate summary-level information, to integrate this summary-level information with contractor project performance data, and to provide stakeholders with a powerful and robust reporting system.
- To implement other required functionality, as described in the section titled “[Scope of System](#)” in the *Concept of Operations for PARS II, VI*.
- To address the deficiencies and limitations described in the [Deficiencies Section](#) in the *Concept of Operations for PARS II, VI*.

Figure 2 shows the major scope features and user roles for PARS II.



**Figure 2 - Overview of PARS II Components and Roles**

## 2 SCOPE

The scope of the PARS II project is described in Table 3.

<b>Table 3 PARS II Scope</b>		
<b>WBS #</b>	<b>WBS Element</b>	<b>Description</b>
1	PARS II System	The system, documentation, and services (training and help desk, etc.) requested by OECM and the project management and services needed to support the construction of the solution.
1.0	PARS II Software/Vendor Selection	CLIN 1 work completed prior to FY2008, including PARS II requirements and evaluation and selection of a COTS product and vendor.
1.1	Project Management	Activities and documents related to managing the PARS II project until the system is fully operational. Including project planning, execution, monitoring, and reporting.
1.2	PARS II Concept of Operations	The description of how the PARS II system is expected to operate in its intended environment. This document is non-technical in nature and is presented from the viewpoints of the various stakeholders. Includes work on the data dictionary.
1.3	PARS II Requirements	The user requirements that the PARS II products must meet in order to be accepted. The majority of the requirements have been identified, documented and approved at this point. However, there will be ongoing requirements management for the remainder of the project life.
1.4	CPP Test Phase	The deployment of Dekker thick client software to up to four field sites for purposes of determining its viability and understanding field readiness.
1.5	PARS II Software Configuration	The configuration of the Dekker software suite to meet DOE's requirements as discussed in the PARS II Requirements Document and the PARS II Concept of Operations. Includes effort to make software corrections resulting from EES independent testing and user acceptance testing.
1.6	PARS II "Portal"	A portal or web page that will provide news and links for users to register for an account and log in to PARS II.
1.7	EES Software Quality Assurance	Independent systems testing and quality assurance by EES of Dekker configured software. Focuses on verifying that the software meets the functional and technical requirements and the concept of operations. Includes developing a test plan, conducting the testing, preparing a test evaluation summary and test results report, and tracking defects.
1.8	PARS II Technical and User Documentation	Documentation to operate, maintain and use the PARS II system.

<b>Table 3 PARS II Scope</b>		
<b>WBS #</b>	<b>WBS Element</b>	<b>Description</b>
1.9	C&A Certification	Documents and activities related to obtaining Authority to Operate (ATO). Also includes participating in testing and reviews of PARS II with the CFO Cyber Security Team.
1.10	PARS II Transition Planning	Planning documents that focus on the requirements for deploying the PARS II system. Includes deployment/transition plan, communications plan, training plan, and data migration plan.
1.11	Transition Preparation	Development of the documents and services needed to support the installation and deployment of the PARS II system. The transition planning documents have defined the requirements for these deliverables which include training materials, set up of the AHE hosting environments, establishment of help desk support, data migration scripts, and providing support as needed to respond to information requests, gather user account information, and demonstrate the software.
1.12	PARS II Project Support	Activities related to supporting the project team as it develops and deploys the system, documentation, training, and services. Includes training of the project team on the Dekker software, setting up the development and test AHE environments, configuration management, and quality assurance.
1.13	PARS II 2009 Deployment	Activities supporting the initial test run of the software, documentation, training and processes with selected sites/projects in the last four months of Calendar Year 2009.
1.14	PARS II 2010 O&M and Deployment	Activities supporting the operations and maintenance of PARS II. Additional projects will be added once the contractor can provide the data.
1.15	Transition Support	Ad hoc support focused on disseminating information about PARS II, including briefings, software demonstrations, Integrated Project Team (IPT) support, portal content and preparing/delivering communications.

A detailed breakdown of the project scope is contained in Appendix A.

Table 4 lists the PARS II deliverables and the planned completion dates for draft versions.

<b>Table 4 PARS II Deliverables</b>		
<b>Deliverable</b>	<b>Draft Due Date</b>	<b>Final Due Date</b>
PARS II Project Plan V1.0	12/12/2008	1/16/2009
PARS II Project V1.1	3/4/2009	3/17/2009

<b>Table 4</b> <b>PARS II Deliverables</b>		
<b>Deliverable</b>	<b>Draft Due Date</b>	<b>Final Due Date</b>
PARS II Project Plan V1.2	5/20/2009	5/29/2009
Project Status Reports	Weekly	N/A
Meeting Minutes	As Required	N/A
PARS II Concept of Operations V1.0	10/31/2008	11/2/2008
Site Deployments at up to four pilot sites	2/17/2009	2/28/2009
Security Documents (included unsigned MOU) V1.0 (Security Plan, COOP, Configuration Management Plan, ST&E Scripts) Ready for Delivery to Cyber Security Team	3/13/2009	4/14/2009
Demonstrations of PARS II Screens and Reports	As Required	N/A
PARS II Deployment/Transition Plan V1.0	4/30/2009	5/15/2009
PARS II Communications Plan V1.0	2/11/2009	2/18/2009
PARS II Training Plan V1.0	4/24/2009	5/8/2009
PARS II System Test Plan	6/8/2009	6/15/2009
PARS II Data Migration Plan	4/10/2009	4/17/2009
PARS II User Guide V1.0	7/2/2009	7/17/2009
PARS II Training Materials V1.0	6/19/2009	6/30/2009
PARS II Training Materials V1.1	7/10/2009	7/31/2009
PARS II Web Training	12/18/2009	12/31/2009
PARS II COTS Software Configured V1.0	7/31/2009	N/A
PARS II COTS Software Configured V1.0.3	9/30/2009	NA
PARS II Help Desk Operational	6/17/2009	N/A
PARS II Data Migration (from PARS 1/ART)	9/30/2009	12/31/2009
PARS II Training V1.0	*	*
PARS II Training V1.1	*	*

Table 4 PARS II Deliverables		
Deliverable	Draft Due Date	Final Due Date
AHE Test Environment	11/3/2009	N/A
AHE Development Environment	1/21/2009	N/A
AHE Training Environment	4/10/2009	N/A
AHE Production Environment	5/12/2009	N/A
Subcontract for Procurement of COTS Software	10/9/2009	N/A
Subcontract for Procurement of Consulting Services	9/23/2008	N/A

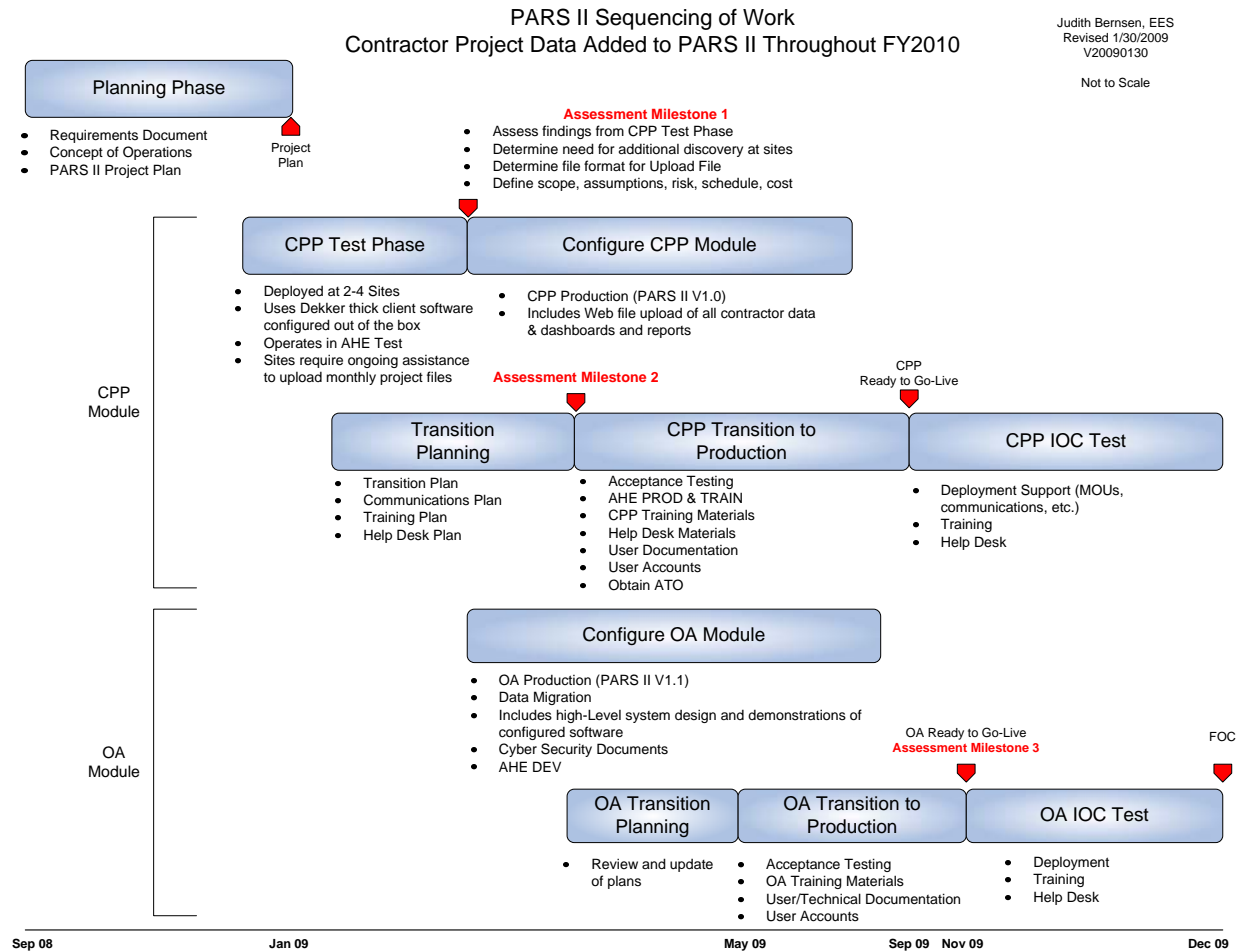
\*Due dates for completion of training for the initial deployment of PARS II will be established in the replanning after the Transition Phase planning.

Changes to deliverables formally accepted by OECM will go through the Change Control Process. All Requested Changes are reviewed and evaluated by the team, submitted by the Project Manager, and approved by the PARS II system owner before they are implemented on the system. Changes to the PARS II scope, as represented in the PARS II WBS in appendix A, will be formally negotiated between EES and OECM.

The Change Control and Configuration Management processes will be discussed in more detail in the PARS II Configuration Management Plan.

### 3 SCHEDULE

The implementation of the PARS II system is a significant undertaking, and requires extensive effort in design/configuration and deployment. The team recommends the PARS II work be divided into three major phases – Planning, CPP Module Implementation, and OA Module Implementation. Figure 3 presents a high-level view of the major phases, milestones, and deliverables for the project to show the proposed sequencing of work.



**Figure 3 - PARS II Sequencing of Work**

Phase 1 (September 2008 – December 2008) consists of project startup, acquisition, concept of operations and project planning for the PARS II application.

Phase 2 (December 2008 – December 2009) consists of configuring the Dekker software to meet DOE's requirements and preparing for its full implementation. The phase includes developing documentation and training, certification and accreditation of the system, acceptance testing, and deploying the Initial Operating Capability (IOC) to a limited set of DOE projects.



Phase 3 (January 2010 – September 2010) consists of continuing to add contractor project performance data once the contractor is able to provide the data. It is expected that all contractors will be reporting monthly to PARS II by the end of FY2010.

The PARS Maintenance Phase starting in FY2011 is not addressed in this Plan.

EES plans to review the PARS II Project Plan three times during the project lifecycle as follows.

- Assessment Milestone 1 – occurs at the end of the CPP Test Phase. After assessing the findings from this phase, we determine, in concert with OECM, whether the CPP Test Phase should be extended to additional field sites and whether the information gained from the Phase changes any assumptions upon which the planned scope, cost, and schedule were developed for configuration of the CPP module. If additional intensive consulting with sites/contractors is needed to help them produce the data, EES and OECM will determine the best way to provide this assistance separate from this Plan.
- Assessment Milestone 2 – occurs at the end of the PARS II/CPP Transition Planning Phase. After assessing the transition plans that were developed from this phase, we determine whether any assumptions upon which the planned scope, cost, and schedule that were developed for the CPP and OA transition work have changed. At this time we expect that the plans for the CPP and OA transition preparation and deployment will need refinement as some estimates, such as training and deployment support, were imprecise. We also, based upon the design work completed for the OA module, assess whether any assumptions upon which the planned scope, cost, and schedule were developed for configuration of the OA module have changed. If necessary, we refine the plan the OA configuration to address our findings.
- Assessment Milestone 3 – occurs at the end of the PARS II OA Acceptance Testing. After assessing the results of training and deployment activities to-date, we can determine more accurately the level of effort and schedule required to operate and maintain PARS II in FY2010.

Table 5 lists the PARS II major milestones and their planned completion dates.

<b>Table 5 PARS II Major Milestones</b>		
<b>Milestone</b>	<b>Description</b>	<b>Planned Date</b>
Planning Phase Completed	Concept of Operations and PARS II plan completed and software and consulting services acquired	1/16/2009
CPP Test Phase Completed	Deployment of Dekker thick client software to up to four field sites for purposes of determining software viability and understanding field readiness is completed.	2/28/2009
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OA Software Configuration Completed	Dekker software configured to accept project data from Federal staff and ready for acceptance testing	9/30/2009
OA Ready to Go-Live	PARS II ready to begin deploying to Federal Project Directors, OECM and programs to report, review and analyze project data	11/2/2009
PARS II Operational	OECM and DOE programs are using PARS II for project reporting and analysis for all DOE projects; initial set of contractors are reporting project performance data monthly to PARS II; PARS I is no longer in use	1/4/2010
PARS II Fully Deployed	All DOE contractors are reporting project performance data monthly to PARS II	9/30/2010

The project schedule for the Level 3 WBS is contained in Appendix B.

## 4 COST

The cost for the design, configuration and implementation of PARS II are available from OECM.

## 5 PROJECT ORGANIZATION

The primary organizations involved in the implementation and deployment of PARS II are listed below.

OECM – the system owner with overall management and financial responsibility for the design, configuration, and deployment of PARS II

PARS II Integrated Project Team (IPT) – a multi functional group that supports the PARS II Project Manager and is involved in resolving issues and making recommendations

DOE Programs – the DOE organizations that will participate in the CPP Test Phase, design and configuration activities, and the transition and deployment of PARS II

DOE Federal Project Directors (FPD) – the individuals who are the primary point of contact for working with the DOE contractors

DOE Contractors – the organizations who will work with EES and Dekker to provide project performance data

EES – the system integrator with overall management and financial responsibility for the implementation of the solution requested by OECM

Dekker – the software vendor with responsibility for the design and configuration of its software suite to meet OECM's requirements and concept of operations

The roles and responsibilities of the primary project team members are described in Table 8.

<b>Table 8 PARS II Project Roles and Responsibilities</b>			
<b>Role</b>	<b>Name</b>	<b>Org</b>	<b>Responsibility</b>
System Owner/ Technical Monitor	John Makepeace	MA-50	<ul style="list-style-type: none"><li>• Overall system, data and financial responsibility and accountability</li><li>• Determines whether changes fall within scope of the PARS Statement of Work</li><li>• Provides direction, support and guidance to the project team</li><li>• Approves changes to PARS</li></ul>
EES Project Manager	Kai Mong	EES	<ul style="list-style-type: none"><li>• Project Management</li><li>• AHE Setup/Coordination</li><li>• PARS II Portal</li><li>• Technical Design</li><li>• Field Technical Support</li></ul>

<b>Table 8</b> <b>PARS II Project Roles and Responsibilities</b>			
<b>Role</b>	<b>Name</b>	<b>Org</b>	<b>Responsibility</b>
EES Program Manager	Larry Flanigan	EES	<ul style="list-style-type: none"> <li>• Support and guidance to the Project Manager and team</li> <li>• Project staffing and funding</li> <li>• Resolves and facilitates communications between system owner and support group</li> </ul>
EES Associate VP SDE	Dennis McDermitt	EES	<ul style="list-style-type: none"> <li>• Support and guidance to the Program Manager, Project Manager and team</li> <li>• Project staffing and funding</li> <li>• Issue resolution</li> </ul>
System Analyst	Norm Ayers	EES	<ul style="list-style-type: none"> <li>• Concept of Operations</li> <li>• Field CPP Test Lead</li> <li>• Software Design and Configuration Oversight</li> <li>• Training</li> <li>• Transition Support</li> </ul>
System Analyst	Steve Baker	EES	<ul style="list-style-type: none"> <li>• Certification and Accreditation</li> <li>• Help Desk Lead</li> <li>• Testing</li> </ul>
System Analyst	(TBD)	EES	<ul style="list-style-type: none"> <li>• Requirements Management</li> <li>• Testing Lead</li> <li>• Data Migration</li> <li>• Configuration Management</li> <li>• Configuration Parameters Document</li> </ul>
Quality Assurance	Ruth Ann Smith	EES	<ul style="list-style-type: none"> <li>• Guidance and assistance on process</li> <li>• EES Quality Reviews</li> </ul>
Sr. Principal Information Engineer	Judith Bernsen	PMC	<ul style="list-style-type: none"> <li>• Project Planning</li> <li>• Transition Planning and Support</li> <li>• Access Control Manual</li> <li>• User Guide</li> </ul>
Dekker Implementation Team Engagement Director	Simon Dekker	Dekker	<ul style="list-style-type: none"> <li>• Responsible for overall system training and consulting for each engagement</li> <li>• Provide methodologies guidance</li> <li>• Provide Dekker TRAKKER® implementation support resource</li> <li>• Provide application and methodologies training resource</li> <li>• Provide proceduralized system with training collateral</li> </ul>
Dekker Lead Consultant	Greg Ward	Dekker	<ul style="list-style-type: none"> <li>• Responsible for the day-to-day contact with the Customer's Core Implementation Team.</li> <li>• Serve as Dekker Management Consultants, Accounts, and Process Engineers</li> </ul>

<b>Table 8</b> <b>PARS II Project Roles and Responsibilities</b>			
<b>Role</b>	<b>Name</b>	<b>Org</b>	<b>Responsibility</b>
Dekker Software Engineer	Andrew Polis, and Others	Dekker	<ul style="list-style-type: none"> <li>• Software design</li> <li>• Liaison between Dekker's Development Staff, Lead Consultant, and the Customer's Core Implementation Team.</li> <li>• Serve as Dekker Programmers, Database Administrators, System Engineers</li> </ul>
Dekker Application Consultant	Mark Landry	Dekker	<ul style="list-style-type: none"> <li>• Training Core Implementation Team</li> <li>• Supports user training</li> <li>• Liaison between the Lead Consultant and Dekker's Customer Support Staff.</li> <li>• Dekker user and technical documentation</li> </ul>

## 6 RISK

Risk Management is implemented throughout the lifetime of the PARS II project. The project follows EES' risk management policy and procedures.

An initial risk register is presented in Table 9. Risks are assigned to members of the PARS II team. The risk owner is responsible for monitoring the risk, reporting its status, and escalating it to management when necessary. Identified risks and issues are reviewed and documented on a monthly basis.

<b>Table 9</b> <b>PARS II Risk Register</b>				
	<b>Risk</b>	<b>Mitigation</b>	<b>Probability</b>	<b>Impact</b>
1	Dekker LTD software cannot fully fulfill OEM and OCIO requirements for PARS II (WBS 1.5)	<ul style="list-style-type: none"> <li>Create a Concept of Operations and set up a test environment as soon as possible so that Dekker can assess its ability to meet DOE's detailed requirements</li> <li>Review DOE's security requirements with Dekker and write the PARS II Security Plan</li> </ul>	Medium	High
4	AHE does not have the capacity to host PARS II. Currently AHE cannot provide other instances of PARS II or a Citrix environment to house the Dekker thick clients in the timeframe required by PARS II (WBS 1.0)	<ul style="list-style-type: none"> <li>Give AHE the PARS II requirements for servers and disk space in the Storage Area Network (SAN) with sufficient lead time for them to meet them</li> </ul>	Low	Medium
5	The DOE wide-area network (DOENet) infrastructure at the field sites does not provide satisfactory performance (WBS 1.0)	<ul style="list-style-type: none"> <li>Have field site users test in the early stages of the project to discover any serious performance issues</li> <li>Develop workarounds such as putting large upload files on a CD and mailing to DOE HQ</li> <li>Request that the OCIO identify bottlenecks and develop viable alternatives or solution</li> </ul>	Medium	High

Table 9 PARS II Risk Register				
	Risk	Mitigation	Probability	Impact
7	Some field site contractors may not be able to produce the project data as required by OECM (especially schedule data) (WBS 1.0)	<ul style="list-style-type: none"> <li>Only require a minimum set of data (e.g., do not require schedule data)</li> <li>Provide software and/or consulting services to assist the contractor</li> <li>Make the data a requirement for future awards</li> </ul>	Medium	High
8	DAA approval for PARS II takes more than two months to receive and delays the deployment of PARS II (WBS 1.0)	<ul style="list-style-type: none"> <li>Complete C&amp;A documents as soon as possible and forward to the CFO Cyber Security team for review as each is completed</li> <li>OECM and the DAAR escalate the need for certification if approval is not received within two months of DAAR approval</li> </ul>	Low	High
9	PARS II cannot get permission from the sites to use DOENet (WBS 1.0)	<ul style="list-style-type: none"> <li>Develop workarounds such as putting large upload files on a CD and mailing to DOE HQ</li> <li>Develop alternatives to using DOENet</li> </ul>	Low	Medium
11	The aggressive schedule for configuring the software cannot be met	<ul style="list-style-type: none"> <li>Adhere to a standard bi-weekly meeting schedule to review and discuss software as it is being developed</li> <li>Obtain quick decisions from OECM</li> </ul>	Medium	Medium
12	PARS II software cannot be supported and maintained once Dekker completes software configuration	<ul style="list-style-type: none"> <li>Provide technical training to the EES support staff on the Dekker software</li> <li>Maintain a contract with Dekker to modify the software during system testing and Acceptance testing</li> <li>Involve the EES support staff in the configuration</li> </ul>	Low	Low



Table 9 PARS II Risk Register				
	Risk	Mitigation	Probability	Impact
13	Customizations to PMIS by Dekker could result in a software version unique to DOE, thereby limiting DOE's ability to upgrade to new PMIS releases and committing DOE to Dekker resources for required changes.	<ul style="list-style-type: none"> <li>EES communicates to Dekker that unique DOE customizations cannot be made to PMIS</li> </ul>	Low	High

## 7 QUALITY

The project follows EES' policy and procedure for quality assurance. The PARS II Project Manager ensures that products are developed in accordance with EES policies, procedures, and templates. The EES Quality Assurance (QA) Manager conducts independent audits to verify that EES quality procedures are followed. The audit is also used to assess compliance with the Capability Maturity Model Integration (CMMI) Level III Methodologies as required by DOE.

Peer reviews are planned and documented on the following documents.

- Concept of Operations
- Security Plan
- Configuration Management Plan
- COOP
- Transition/Deployment Plan
- Communications Plan
- Training Plan
- Data Migration Plan
- System Test Plan
- User Guide
- Training Materials
- Project Plan

EES also conducts independent testing of the Dekker configured software to ensure that it meets OECCM requirements and concept of operations.

## 8 COMMUNICATIONS

The deployment of PARS II will require frequent communications to a large number of stakeholders. These communications will be addressed in the PARS II Communications Plan.

Regular communications regarding PARS II project status are identified in Table 10.

<b>Table 10</b> <b>PARS II Communications</b>				
<b>By</b>	<b>To</b>	<b>Frequency</b>	<b>Medium</b>	<b>Content</b>
PARS II Team Members	PARS II System Owner	Weekly	<ul style="list-style-type: none"> <li>WebEx Web Conf</li> </ul>	<ul style="list-style-type: none"> <li>Agenda on PARS II Project activities</li> <li>Review of action items</li> <li>System Owner comments</li> </ul>
EES Team Member	EES Project Manager	Weekly	<ul style="list-style-type: none"> <li>Email</li> </ul>	<ul style="list-style-type: none"> <li>Weekly accomplishments</li> <li>Work in Progress</li> <li>Open Issues</li> </ul>
Dekker	EES Project Manager	Twice a Month	<ul style="list-style-type: none"> <li>Status Report</li> </ul>	<ul style="list-style-type: none"> <li>Weekly accomplishments</li> <li>Actual hours for week</li> <li>Work to Start or in Progress</li> <li>Questions and Concerns</li> </ul>
EES Project Manager	PARS II System Owner	Weekly	<ul style="list-style-type: none"> <li>Status Report</li> </ul>	<ul style="list-style-type: none"> <li>Weekly accomplishments</li> <li>Work in progress</li> <li>Actions to be completed by next week</li> <li>Deliverables</li> <li>Open Issues</li> </ul>
EES Project Manager	PARS II System Owner	Monthly	<ul style="list-style-type: none"> <li>Monthly Activity Report</li> </ul>	<ul style="list-style-type: none"> <li>Completed Tasks for the month</li> <li>Work in Progress</li> <li>Future Activities</li> <li>Stuffing</li> <li>Open Issues</li> <li>Deliverables</li> <li>Risk</li> </ul>

## 9 PROCUREMENT

A core component of the solution to the PARS II project is the Dekker PMIS suite of Project Management Information System. Accordingly, EES has entered into a contract with Dekker to procure consulting services in addition to software licenses for the Dekker PMIS suite.

A team of EES and Dekker staff is working together to implement this PMIS suite within the DOE Application Hosting Environment (AHE), the IT infrastructure environment for DOE Headquarter maintained by the CIO Office. In the early stage of this effort, EES manages the technical work the Dekker development team provides, and makes sure they can be implemented on the DOE network in accordance with applicable DOE Guidance. In the later stage, the Dekker team ramps down with knowledge transferred to EES Support.

Dekker is providing with EES with costs by at the WBS Level 2. Costs are broken out by labor category and other direct costs. Dekker submits weekly status reports on accomplishments and actual labor hours. Monthly they submit an invoice for the costs.

## 10 PROJECT TRACKING AND CONTROL

- EES tracks completion of tasks and deliverables to the fourth level of the WBS for all EES work and to the third level of the Dekker WBS for all Dekker work. Actual hours are collected from all team members on a weekly basis. Actual hours, percent complete, and estimated time to complete are tracked using Microsoft Project 2003 software.
- EES meets weekly with the OEMC client to discuss project status and delivers a weekly status report.
- EES prepares a monthly status report that addresses actual scope, cost and schedule against the planned baseline. If necessary, Corrective Action Plans (CAP) will be prepared to identify actions necessary to bring the project back into line with the baseline.
- Schedule and cost are monitored by the EES Program Manager.
- The PARS II project baseline will be reviewed and assessed at three distinct milestones. If the information and experience to-date reveals that the scope, cost and/or schedule of future phases of the project should be revised, EES will propose a revised plan to OEMC.
- PARS II action items are recorded, tracked and reviewed on a weekly basis. Action items are maintained in a Microsoft Excel spreadsheet. Information maintained on the action items includes date opened, date due, date closed, priority, responsible party, and status.

# 11 ASSUMPTIONS AND CONSTRAINTS

## 11.1 Assumptions

Assumptions that were used in developing V1.0 of the PARS II project plan are listed in Table 11. At each reassessment of the project plan, the assumptions will be reviewed to determine if they still are valid.

<b>Table 11 PARS II Assumptions</b>	
	<b>Assumption</b>
1	The Dekker PMIS software suite can be enhanced and configured to provide all the OECM requirements for PARS II.
2	The Dekker PMIS software security module can meet DOE's security requirements.
3	AHE has the capacity to provide all the required server elements to host PARS II at DOE HQ, and with no performance issues.
4	PARS II will be granted Authority to Operate (ATO) by the Organizational Designated Approving Authority (DAA) within two months following approval by the DAA Representative (DAAR).
5	PARS II will not need to get ATO for the OA module once it has received it for the CPP module.
6	OECM has sufficient resources to define requirements, provide guidance, and validate/approve project deliverables in a timely manner.
7	OECM will be able to provide adequate funding to support the course of the PARS II project.
8	Field Site Contractors will be able to provide Contractor Performance Data file in a format specified by the PARS II application.
9	The primary data source for APRS II is ART; a secondary source is PARS, which has some administrative data that needs to be converted.
10	No CBT training is planned for FY2009; training will consist of classroom, Webinar, and on-the-job training.
11	The project cost estimate is based on the assumption that PARS II will use the Documentum software currently owned by DOE; there is an annual cost of \$36K per cabinet and \$80 per named user license and a one-time fee for setup.

Table 11 PARS II Assumptions	
	Assumption
12	Support for an interim out-of-the-box Dekker solution for EM sites is provided by a separate sub-project and is not included in the scope of the plan for the PARS II solution.

## 11.2 Constraints

Constraints that affect the implementation and deployment of PARS II are listed in Table 12. At each reassessment of the project plan, the constraints will be reviewed to determine if they still are valid.

Table 12 PARS II Constraints	
	Constraint
1	Team members work in different geographic locations and in different time zones making it difficult to establish a common working environment. The team needs to use WebEX web conference technology to collaborate on a weekly basis in addition to phone conferences.
2	Meetings, demonstrations and presentations where Dekker personnel will be present onsite should be made at least two weeks in advance so that travel costs can be minimized.
3	The Dekker development team has no access to the DOE network making the development and deployment of the application more difficult.
4	The team has little control of the availabilities of certain personnel outside of the core team and it may impede the progress of the project. Obtaining field site visit authorization is such an example.
5	The PARS II application must be certified and accredited and given Authority to Operate (ATO) in accordance with DOE cyber security requirements.
6	PARS II must follow the policies and procedures of the DOE Headquarter Application Hosting Environment (AHE).

## 12 APPROVALS

### 12.1 Management Approval

*This section describes the internal management approval process for the Project Plan.*

This Project Plan is to be reviewed by all PARS II team members in order to obtain concurrence. It will then be reviewed by the EES Program Manager and the Associate VP SDE for approval.

### 12.2 Client Approval

*This section describes the client approval process for the Project Plan.*

After the internal approval process, this Project Plan is to be reviewed by the PARS II system owner and the OECM management for approval.

Once the Project Plan is approved, EES will provide the PARS II system owner a formal Client Acceptance Letter to accept the product as a deliverable required by the DOE Statement of Work to EES.



## 13 RECORDS

All PARS II project documentations, deliverables, conference records and contract agreements are stored in an EES resource available to the PARS II system owner.

## 14 REFERENCES

- Concept of Operation for PARS II Draft Version 1.0, October 31, 2008
- Proposed Data Elements for PARS II, Version 1.7, November 3, 2008
- PARS II Project Plan for Field Site Visit Version 1.0, November 26, 2008
- United States Department of Energy Order 413.3A, July 28, 2006
- United States Department of Energy Manual 413.3-1, March 31, 2003
- United States Department of Energy Guide 413.3-10, “Earned Value Management System”, May 6, 2008
- OECM “ART Database”, developed by OECM (Brian Kong, OECM)
- National Defense Industrial Association Program Management Systems Committee “Earned Value Management Systems Intent Guide” (for ANSI/EIA 748-A), November 2006 Edition.
- IPABS-IS and PARS System Integration, Concept of Operation Plan, March 19, 2004
- Project Assessment and Reporting System (PARS) User Manual version 3.5, March 3005
- PARS Data Input Requirements, March 23, 2006 (PPC)
- Gather Requirement & Conduct Market Research for the Project Assessment Report System (PARS), September 2006
- Function Requirements Document for PARS (Draft), June 20, 2007
- System Architecture Schematic (Dekker Ltd.)
- Dekker TRAKKER and Dekker iPursuit Technology Recommendations (Dekker Ltd.)
- General Implementation Plan (Dekker Ltd.)
- ROM For DOE (EES), Dekker, Ltd. August 18, 2008
- Technical Information, Dekker, Ltd. August 26, 2008
- Project Plan Template (EES)
- Software Engineering Institute’s CMMI® for Development (CMMI-DEV), Version 1.2 2006

## APPENDIX A – PARS II WORK BREAKDOWN STRUCTURE

PARS II Work Breakdown Structure		
WBS #	WBS Element	Description
1	PARS II System	The system, documentation, and services (training and help desk, etc.) requested by OECM and the project management and services needed to support the construction of the solution.
1.0	PARS II Software/Vendor Selection	CLIN 1 work completed prior to FY2008, including PARS II requirements and evaluation and selection of a COTS product and vendor.
1.1	Project Management	Activities and documents related to managing the PARS II project until the system is fully operational. Including project planning, execution, monitoring, and reporting.
1.1.1	Project Startup	Activities associated with staffing and initial planning of work following receipt of DOE work order.
1.1.2	Project Planning	The plan for implementing the PARS II system
1.1.2.1	Project Plan V1.0	The initial plan, based upon work accomplished and knowledge gained at the end of the Requirements and Concept of Operations.
1.1.2.2	Project Plan V1.1	Review and revise project plan upon completion of the CPP Test Phase
1.1.2.3	Project Plan V1.2	Review and revise project plan upon the completion of transition planning
1.1.3	Execution & Control	Ongoing management, control, and reporting of project activities including assigning and reviewing work, assessing and communicating status, risk management, and acquisition management (procure software/services and manage subcontract).
1.1.4	Program Management Support	EES quality and schedule/cost control, task management, financial management, and project oversight.
1.2	PARS II Concept of Operations	The description of how the PARS II system is expected to operate in its intended environment. This document is non-technical in nature and is presented from the viewpoints of the various stakeholders. Includes work on the data dictionary.
1.2.1	PARS II Concept of Operations V1.0	The initial version of the Concept of Operations. Includes writing the draft version, peer reviews, reviews with customer, and modifications based on feedback from customer reviews. Note: Includes work on Data Dictionary V1.0.
1.2.2	PARS II Concept of Operations V1.1	Review and revise the Concept of Operations and Data Dictionary during the software configuration. Includes editing, peer review, review with customer, and modifications.
1.2.4	PARS II Data Dictionary V1.1	Review and revise the Data Dictionary. Includes editing, input from Dekker, peer review, review with customer, and modifications.

PARS II Work Breakdown Structure		
WBS #	WBS Element	Description
1.3	PARS II Requirements	The user requirements that the PARS II products must meet in order to be accepted. The majority of the requirements have been identified, documented and approved at this point. However, there will be ongoing requirements management for the remainder of the project life.
1.3.1	Requirements Management	Ongoing review and maintenance of the PARS II requirements during configuration of the software.
1.4	CPP Test Phase	The deployment of Dekker thick client software to field sites for purposes of determining its viability and understanding field readiness. The initial phase is to deploy at two to four EM sites. A second phase is planned to deploy the COTS software to two to four more sites. These sites would include non-EM sites.
1.4.1	Dekker PMIS Purchase	Purchase of Dekker PMIS software
1.4.2	Publish Project Plan for CPP Test Phase Module	Prepare and deliver a plan identifying the tasks, responsibilities, cost and schedule for the CPP Test Phase.
1.4.3	Provide Informal Help Desk Support for CPP Sites	Assist test sites as they are using Dekker tools and extracting data from their systems.
1.4.4	Implement CPP Test Phase at up to 3 Sites	Conduct discovery and configure Dekker thick client software at sites. Work with sites to obtain contract data.
1.4.4.1	Prepare for Site Visits	Planning and preparing for site visits.
1.4.4.2	Conduct Discovery & Configuration at Site 1	Working with Site 1 to obtain data, including installing and configuring Dekker thick client software.
1.4.4.3	Conduct Discovery & Configuration at Site 2	Working with Site 2 to obtain data, including installing and configuring Dekker thick client software.
1.4.4.4	Conduct Briefing for OECM & EM	Brief OECM and EM on the findings and status of the work at the first two field sites.
1.4.4.5	Conduct Discovery & Configuration at Site 3	Working with Site 3 to obtain data, including installing and configuring Dekker thick client software.
1.4.5	Configure CPP Module for Test Phase	Configure the Dekker software for demonstrating the CPP module.
1.4.6	Demonstrate CPP Test to EM & OECM Management	Demonstrate the initial configuration of the CPP module to management and present findings and results of the work at the four EM sites.
1.5	PARS II Software Configuration	The configuration of the Dekker software suite to meet DOE's requirements as discussed in the PARS II Requirements Document and the PARS II Concept of Operations.
1.5.1	Configure CPP Module V1.0	Includes configuring the CPP module for the upload of schedule and EVM data, risk logs, and management reserve and for variance analysis.
1.5.2	Develop the OA Module	Includes configuring the OA module for use by Federal staff to manage and review critical decisions, key performance parameters, contingencies, project attributes, and contacts. Also includes setting up dashboards and reports.

PARS II Work Breakdown Structure		
WBS #	WBS Element	Description
1.5.3	PARS II Systems Configuration	Includes configuring menus and security, publishing reports from iPortfolio, and setting up document management.
1.5.4	DOE EES/Dekker Reviews and Briefings	Meetings to review software during design and configuration.
1.5.5	Integrated Quality and Testing	Ongoing quality assurance and testing by Dekker of its software configuration.
1.5.6	Software Corrective Action	Changes to the configured software resulting from the EES independent testing and user acceptance testing.
1.5.7	Dekker Software Integration and Oversight	Providing insight on requirements and design to software engineers and ensuring objectives are met
1.6	PARS II "Portal"	A portal or web page that will provide news and links for users to register for an account and log in to PARS II.
1.6.1	PARS II "Portal" Prototype	Includes research on technology available at DOE, definition of requirements, development of a prototype website, and demonstration to OEMC.
1.6.2	PARS II "Portal" V1.0	Revise prototype based on feedback from OEMC demonstration.
1.7	EES Software Quality Assurance	Independent systems testing and quality assurance by EES of Dekker configured software. Focuses on verifying that the software meets the functional and technical requirements and the concept of operations. Includes developing a test plan, conducting the testing, preparing a test evaluation summary and test results report, and tracking defects.
1.7.1	PARS II System Test Plan	Provides the information necessary to plan and control the test effort for the PARS II system. It identifies the items to be tested, and identifies the environmental, staffing, and other resources required to test. It also identifies the criteria for categorizing defects (e.g., low, medium, high). Includes writing draft document and test cases, peer review, and modifications to the test plan.
1.7.2	PARS II System Testing	Includes testing of the system, documenting and tracking software defects, determining how to handle defects, and preparing a report on the test results. Also includes retesting.
1.7.2.1	PARS II V1.0 System Testing	System testing of PARS II V1.0 - CPP module
1.7.2.2	PARS II V1.1 System Testing	System testing of PARS II V1.1 - OA module
1.7.3	EES Software Integration	Working with Dekker to ensure that the software is configured to meet DOE's requirements.
1.8	PARS II Technical and User Documentation	Documentation for the PARS II system required to operate, maintain and use the system.
1.8.1	PARS II User Guide	Role-based manual that instructs the FPD, program and OEMC analysts, and DOE executives in the use of the system. Also provides instructions to contractors on the project file upload process.

PARS II Work Breakdown Structure		
WBS #	WBS Element	Description
1.8.1.1	Dekker Role-Based User Guide	Role-based guide provided by Dekker to EES.
1.8.1.2	PARS II User Guide V1.0	Updates to the Dekker Role-Based User Guide, such as help desk information, url to access application, and Doe-specific information. May include additional short user materials such as a one page reference sheet.
1.8.2	PARS II Configuration Parameters Document	Documents how the DOE implementation of the Dekker software suite was tailored to DOE's specific requirements. Specific information on how various configurations are developed or captured in the software is documented in the Dekker technical documents. ~25 pp plus additional supporting material.
1.8.3	PARS II Technical Design Document	Provides a technical specification of PARS II including (1) the set of environments (development, test, training, and production) that will be built and maintained (2) the network configuration in which PARS II will be deployed (3) the design of PARS II interfaces with other systems and (4) how the design meets key PARS non-functional requirements for performance, availability, reliability, scalability, support and maintainability, and security requirements. The document will be delivered at system deployment as a description of the "as built" system to aid in system maintenance. The document audience includes AHE technical staff, the system integrators developing and maintaining the system, Security evaluators, and the parties who will assess the architecture and design. ~ 50-75 pp.
1.8.4	PARS II Access Control Policies and Procedures	Documents procedures for requesting and approving user accounts, removing access to PARS II, handling lost/compromised passwords, managing user profiles, and reviewing access authorizations periodically. Includes client discussions, writing the draft version, peer reviews, reviews with customer, and modifications based on feedback from customer reviews. ~50-75 pp.
1.9	C&A Certification	Documents and activities related to obtaining Authority to Operate (ATO). Also includes participating in testing and reviews of PARS II with the CFO Cyber Security Team.
1.9.1	PARS II Security Plan	Includes writing draft document, peer review, reviews with customer and security assessors, and modifications based on feedback. Includes C&A planning, system categorization, and draft MOU.
1.9.2	PARS II COOP/DR	Includes writing draft document, peer review, reviews with customer and security assessors, and modifications based on feedback.
1.9.3	PARS II Configuration Management Plan	Includes writing draft document, peer review, reviews with customer and security assessors, and modifications based on feedback.

PARS II Work Breakdown Structure		
WBS #	WBS Element	Description
1.9.4	PARS II ST&E Scripts	Includes creating ST&E scripts, peer review, review with assessors and modifications based on feedback.
1.9.5	PARS II Security Reviews and Testing	Participation by PARS II team members in the Security Risk Assessment and ST&E testing and responding to questions from the CFO Cyber Security Team.
1.9.6	C&A Modifications	Modifications to PARS II C&A documentation following review by the CFO Cyber Security Team.
1.9.9	Independent Security Testing	Testing of PARS II security controls by the CFO Cyber Security Team.
1.9.6	PARS II DAAR Approval	Approval received from DAAR for PARS II.
1.9.7	PARS II C&A Accreditation	Approval received from DAA for PARS II.
1.10	PARS II Transition Planning	Planning documents that focus on the requirements for deploying the PARS II system. Includes deployment/transition plan, communications plan, training plan, and data migration plan.
1.10.1	PARS II Deployment Plan	Describes the strategy for deploying the PARS II Contract Project Performance module to the DOE sites and for transitioning from PARS I to PARS II. It identifies the deployment team and its members' roles and responsibilities, describes the deployment milestones and schedule, discusses user acceptance testing, and addresses support that will be required during the deployment. It requires many discussions with the customer over a period of time and should be developed iteratively. It includes writing draft document, peer review, reviews with customer, and modifications based on feedback.
1.10.2	PARS II Communications Plan	Document describes the strategy for communicating with PARS II stakeholders and users, including identifying the types of information to communicate and the methods of communication. Should be developed in parallel with the PARS II Deployment Plan. Includes writing draft document, peer review, discussions with customer, customer reviews, and modifications based on feedback.
1.10.3	PARS II Training Plan	Document describes the strategy for providing initial and ongoing training to PARS II users, including required resources and methods. Includes writing draft document, peer review, discussions with customer, customer reviews, and modifications based on feedback.
1.10.4	PARS II Data Migration Plan	Includes analyzing data, writing draft document, peer review, discussions with customer, customer reviews, and modifications based on feedback.

PARS II Work Breakdown Structure		
WBS #	WBS Element	Description
1.11	Transition Preparation	Development of the documents and services needed to support the installation and deployment of the PARS II system. The transition planning documents have defined the requirements for these deliverables which include training materials, set up of the AHE hosting environments, establishment of help desk support, data migration scripts, and providing support as needed to respond to information requests, gather user account information, and demonstrate the software.
1.11.1	AHE TRAIN Environment	Set up of training environment for PARS II. Includes installation and set up of any necessary hardware and system software, installation and configuration of PARS II software components, LDAP, and network connectivity, providing specifications to AHE for Dekker/PARS II software, and coordination with AHE and Dekker.
1.11.2	AHE PROD Environment	Set up of production environment for PARS II.
1.11.3	Technical Site Surveys	Collect information needed to assist sites with accessing PARS II. Develop survey, review with customer, distribute, follow-up.
1.11.4	ART and PARS I Data Conversion Scripts	Analyze PARS I/ART data and PARS II data structure, design, create and test scripts for data migration.
1.11.5	Training Materials & Data	Presentations, instructor materials, training manuals, training data and exercises, and training accounts needed to conduct training. Training will be role-based. Also includes logistics such as scheduling.
1.11.5.1	PARS II Training Materials & Data V1.0	Training materials and data for the CPP module. Includes developing draft materials, peer review, test training session, and modification of training materials.
1.11.5.2	PARS II Training Materials & Data V1.1	Training materials and data for the OA module. Includes developing draft materials, peer review, test training session, and modification of training materials.
1.11.5.3	PARS II Web Training	Includes effort to write text, develop screenshots and graphics, record narrative, test, and modify. Assumes web-delivery and the cost of software are not included in the plan.
1.11.6	PARS II Help Desk	Establishment of a help desk for Tier 1 help desk support.
1.11.6.1	PARS II Help Desk Setup	Includes defining how to configure help desk software, developing help desk procedures for escalation of calls, etc., and training help desk staff. Includes meetings with customer and CFO help desk staff.
1.11.6.2	PARS II Help Desk	Operation of PARS II Help Desk through the deployment in 2009.
1.11.7	PARS II Acceptance Testing	Planning for and supporting PARS II stakeholders in their acceptance testing. Also includes deciding on defects and presenting findings to OECM.



PARS II Work Breakdown Structure		
WBS #	WBS Element	Description
1.11.7.1	PARS II V1.0 Acceptance Testing	Acceptance testing for V1.0 - CPP module - with 4 sites and HQ programs and OECM. OECM makes go-live decision following presentation of test findings.
1.11.7.2	PARS II V1.1 Acceptance Testing	Acceptance testing for V1.1 - OA module - with HQ programs and OECM. OECM makes go-live decision following presentation of test findings.
1.11.8	PARS II Transition Readiness Milestones	Major milestones representing the readiness to go-live with PARS II V1.0 and V1.1
1.11.8.1	PARS II V1.0 Ready to Go Live Milestone	PARS II - CPP module – ready for test of IOC capability.
1.11.8.2	PARS II V1.1 Ready to Go Live Milestone	PARS II – OA module – ready for test of IOC capability.
1.12	PARS II Project Support	Activities related to supporting the project team as it develops and deploys the system, documentation, training, and services. Includes training of the project team on the Dekker software, setting up the development and test AHE environments, configuration management, and quality assurance.
1.12.1	Project Team Technical Training	Training in technical aspects of the Dekker software for members of the EES PARS II team to prepare them for assuming responsibility for maintenance
1.12.2	Configuration Management & Change Control	Ongoing configuration management of PARS II software and documentation and changes requested to software and documents
1.12.3	Quality Assurance	Peer reviews of project deliverables - software, documents, and services
1.12.4	AHE Test Environment	Set up of the test environment for PARS II.
1.12.5	AHE DEV Environment	Set up of development environment for PARS II.
1.13	PARS II 2009 Deployment	Activities supporting the initial test run of the software, documentation, training, and processes with selected sites/projects in the last three months of Calendar Year (CY) 2009.
1.13.1	PARS II V1.0 Data Migration	Assume no data migration for CPP
1.13.2	PARS II V1.0 Training	Conducting Web and classroom training for CPP users.
1.13.3	PARS II V1.1 Data Migration	Migrating data from PARS 1/ART to PARS II
1.13.4	PARS II V1.1 Training	Conducting classroom training for OA. Assume 4 1-day classes.
1.13.5	PARS II Deployment Support	Setting up user accounts, managing training, responding to customer/user requests as software is being deployed, etc.
1.14	PARS II 2010 O&M and Deployment	Activities supporting the operations and maintenance of PARS II. Additional projects will be added once the contractor can provide the data.
1.14.1	PARS II 2010 Ongoing Deployment	Continuing training (primarily web-based), setting up user accounts, and adding projects.
1.14.2	PARS II 2010 Maintenance	Performing system administration tasks, making software changes, and applying patches/upgrades as needed.

PARS II Work Breakdown Structure		
WBS #	WBS Element	Description
1.14.3	PARS II Help Desk	Operation of the PARS II Help Desk.
1.15	Transition Support	Ad hoc support focused on disseminating information about PARS II, including briefings, software demonstrations, Integrated Project Team (IPT) support, portal content, and preparing/delivering communications

## Appendix B – PARS II Schedule

ID	WBS	Name	Duration	Start	Finish
1	1	<b>PARS II System</b>	999 days	Wed 11/1/06	Thu 9/30/10
2	1.0	<b>PARS II Software/Vendor Selection</b>	248 days	Wed 11/1/06	Fri 10/12/07
3	1.0.1	Requirements Analysis	151 days	Wed 11/1/06	Wed 5/30/07
4	1.0.2	<b>Evaluated Potential Software Vendors</b>	182 days	Thu 2/1/07	Fri 10/12/07
5	1.0.2.1	Prepared Moch Screens, Reports, and Workflows for Vendor Demonstrations and Selection Criteria	8 days	Wed 6/20/07	Fri 6/29/07
6	1.0.2.2	<b>Evaluated 5 software vendors against Design Scenarios</b>	107 days	Thu 2/1/07	Fri 6/29/07
7	1.0.2.2.1	Evaluated Dekker Software	44 days	Tue 5/1/07	Fri 6/29/07
8	1.0.2.2.2	Evaluated Hyperion Software	3 days	Thu 2/1/07	Mon 2/5/07
9	1.0.2.2.3	Evaluated Cognos Software	1 day	Thu 3/1/07	Thu 3/1/07
10	1.0.2.2.4	Evaluated SAS Software	1 day	Thu 3/15/07	Thu 3/15/07
11	1.0.2.2.5	Evaluated Primavera Software	12 days	Thu 3/15/07	Fri 3/30/07
12	1.0.2.3	<b>Performed Final Selection</b>	21 days	Fri 6/1/07	Fri 6/29/07
13	1.0.2.3.1	Prepared Demonstrations for Vendors to demonstrate software for stakeholders	21 days	Fri 6/1/07	Fri 6/29/07
14	1.0.2.3.2	Prepared Stakeholder evaluation forms for rating vendors' software	2 days	Thu 6/28/07	Fri 6/29/07
15	1.0.2.4	Prepare Final Proposal	10 days	Mon 10/1/07	Fri 10/12/07
16	1.1	<b>Project Management</b>	364 days	Fri 8/1/08	Tue 1/19/10
17	1.1.1	Project Startup	66 days	Fri 8/1/08	Fri 10/31/08
18	1.1.2	<b>Project Planning</b>	134 days	Mon 11/10/08	Fri 5/29/09
19	1.1.2.1	Project Plan V1.0	43 days	Mon 11/10/08	Fri 1/16/09
20	1.1.2.2	Project Plan V1.1	20.25 days	Mon 2/16/09	Tue 3/17/09
21	1.1.2.3	Project Plan V1.2	20 days	Fri 5/1/09	Fri 5/29/09
22	1.1.3	Execution & Control	273 days	Tue 9/16/08	Thu 12/31/09
23	1.1.4	Program Management Support	283 days	Mon 11/24/08	Tue 1/19/10

ID	WBS	Name	Duration	Start	Finish
24	1.2	<b>PARS II Concept of Operations</b>	156 days	Mon 9/22/08	Mon 5/11/09
25	1.2.1	PARS II Concept of Operations V1.0	48 days	Mon 9/22/08	Wed 11/26/08
26	1.2.2	PARS II Concept of Operations V1.1	88 days	Mon 1/5/09	Mon 5/11/09
27	1.2.4	PARS II Data Dictionary V1.1	13 days	Mon 12/29/08	Thu 1/15/09
28	1.3	<b>PARS II Requirements</b>	248 days	Mon 1/5/09	Wed 12/30/09
29	1.3.1	Requirements Management	248 days	Mon 1/5/09	Wed 12/30/09
30	1.4	<b>CPP Test Phase</b>	98 days	Wed 10/1/08	Fri 2/27/09
31	1.4.1	Dekker PMIS Purchase	28800 mins	Wed 10/1/08	Fri 2/27/09
32	1.4.2	Publish Project Plan for CPP 'Test Phase' Module	18 days	Mon 10/20/08	Wed 11/26/08
33	1.4.3	Provide Informal Help Desk Support for CPP Sites	57 days	Mon 12/1/08	Fri 2/27/09
34	1.4.4	<b>Implement CPP Test Phase at Three EM Sites</b>	42.75 days	Mon 12/1/08	Fri 2/6/09
35	1.4.4.1	Prepare for Site Visits (Mobilization)	5 days	Mon 12/1/08	Fri 12/5/08
36	1.4.4.2	<b>Conduct Discovery &amp; Configuration at Site 1 (WTP)</b>	2.5 days	Mon 12/8/08	Wed 12/10/08
37	1.4.4.2.1	Conduct Discovery at Site 1- (WTP)	2 days	Mon 12/8/08	Tue 12/9/08
38	1.4.4.2.2	Perform Configuration at Site 1- (WTP)	1.5 days	Tue 12/9/08	Wed 12/10/08
39	1.4.4.3	<b>Conduct Discovery &amp; Configuration at Site 2 (Idaho)</b>	2.5 days	Wed 12/10/08	Fri 12/12/08
40	1.4.4.3.1	Conduct Discovery at Site 2 (Idaho)	1.5 days	Wed 12/10/08	Thu 12/11/08
41	1.4.4.3.2	Perform Configuration at Site 2 (Idaho)	1 day	Thu 12/11/08	Fri 12/12/08
42	1.4.4.4	Conduct CPP Briefing for Paul Bosco and Jack Surash	14 hrs	Thu 12/18/08	Fri 12/19/08
43	1.4.4.5	<b>Conduct Discovery &amp; Configuration - Site 3 (2 proj)</b>	15 days	Wed 1/14/09	Fri 2/6/09
44	1.4.4.5.1	Conduct Discovery at Site 3	5 days	Wed 1/14/09	Fri 1/23/09
45	1.4.4.5.2	Collect data from Site 3	10 days	Fri 1/23/09	Fri 2/6/09
46	1.4.4.5.3	Continue to collect data from Sites 1&2	15 days	Wed 1/14/09	Fri 2/6/09
47	1.4.5	Configure CPP Module for Test Phase	12 days	Fri 1/30/09	Wed 2/18/09
48	1.4.6	Demonstrate CPP Test to EM &	2 days	Wed 2/18/09	Fri 2/20/09

ID	WBS	Name	Duration	Start	Finish
		OECM Management			
49	1.5	<b>PARS II Software Configuration</b>	260 days	Fri 12/12/08	Thu 12/31/09
50	1.5.1	<b>Configure CPP Module Version 1.0</b>	86 days	Fri 12/12/08	Wed 4/22/09
51	1.5.1.1	Project Management Data Upload	10 days	Fri 12/12/08	Wed 12/31/08
52	1.5.1.2	Project Management Schedule & EVM Input	62 days	Fri 1/2/09	Thu 4/2/09
53	1.5.1.3	Risk Log	14 days	Fri 4/3/09	Wed 4/22/09
54	1.5.1.4	Management Reserve	14 days	Wed 3/4/09	Mon 3/23/09
55	1.5.1.5	EV (Variance Analysis)	20 days	Tue 3/24/09	Mon 4/20/09
56	1.5.2	<b>Develop the OA Module (Prototype &amp; Version 1.0)</b>	95 days	Fri 12/12/08	Tue 5/5/09
57	1.5.2.1	Project Attribute	10 days	Fri 12/12/08	Wed 12/31/08
58	1.5.2.2	Critical Decision	15 days	Mon 1/26/09	Fri 2/13/09
59	1.5.2.3	Schedule & EVM Analysis	28 days	Tue 2/17/09	Thu 3/26/09
60	1.5.2.4	Funding Profiles	42 days	Tue 2/17/09	Wed 4/15/09
61	1.5.2.5	Key Performance Parameters	14 days	Thu 4/16/09	Tue 5/5/09
62	1.5.2.6	Assessments & Narratives	14 days	Tue 2/17/09	Fri 3/6/09
63	1.5.2.7	Contingencies	14 days	Mon 3/9/09	Thu 3/26/09
64	1.5.2.8	Contacts & Certifications	14 days	Fri 1/2/09	Fri 1/23/09
65	1.5.3	<b>Systems</b>	38 days	Mon 12/15/08	Fri 2/13/09
66	1.5.3.1	Object Upload for MS Office Files	15 days	Mon 1/12/09	Tue 2/3/09
67	1.5.3.2	Publish Reports Directly From iPortfolio	23 days	Mon 1/12/09	Fri 2/13/09
68	1.5.3.3	Menu Overlay and Security	15 days	Mon 12/15/08	Fri 1/9/09
69	1.5.4	<b>DOE EES/Dekker Review and Briefings</b>	74 days	Thu 1/15/09	Fri 5/1/09
70	1.5.4.1	Meeting 1	1 day	Thu 1/15/09	Thu 1/15/09
71	1.5.4.2	Meeting 2	2 days	Mon 2/2/09	Thu 2/5/09
72	1.5.4.3	Meeting 3	1 day	Fri 2/20/09	Fri 2/20/09
73	1.5.4.4	Meeting 4	1 day	Fri 3/6/09	Fri 3/6/09
74	1.5.4.5	Meeting 5	1 day	Fri 3/20/09	Fri 3/20/09
75	1.5.4.6	Meeting 6	1 day	Fri 4/3/09	Fri 4/3/09

<b>ID</b>	<b>WBS</b>	<b>Name</b>	<b>Duration</b>	<b>Start</b>	<b>Finish</b>
76	1.5.4.7	Meeting 7	1 day	Fri 4/17/09	Fri 4/17/09
77	1.5.4.8	Meeting 8	1 day	Fri 5/1/09	Fri 5/1/09
78	1.5.5	Integrated Quality and Testing	96 days	Mon 12/15/08	Thu 5/7/09
79		PARS II SW Configuration Ready for Test	0 days	Fri 5/29/09	Fri 5/29/09
80	1.5.6	Software Corrective Action	126 days	Wed 7/1/09	Thu 12/31/09
81	1.5.7	Dekker Software Integration & Oversight	252 days	Fri 12/12/08	Fri 12/18/09
82	1.6	<b>PARS II "Portal"</b>	20 days	Mon 3/2/09	Fri 3/27/09
83	1.6.1	PARS II "Portal" Prototype	10 days	Mon 3/2/09	Fri 3/13/09
84	1.6.2	PARS II Portal V1.0	10 days	Mon 3/16/09	Fri 3/27/09
85	1.7	<b>EES Software Quality Assurance</b>	187 days	Mon 1/5/09	Wed 9/30/09
86	1.7.1	PARS II System Test Plan	20 days	Mon 5/18/09	Mon 6/15/09
87	1.7.2	<b>PARS II System Testing</b>	64 days	Wed 7/1/09	Wed 9/30/09
88	1.7.2.1	PARS II V1.0 System Testing	22 days	Wed 7/1/09	Fri 7/31/09
89	1.7.2.2	PARS II V1.1 System Testing	21 days	Tue 9/1/09	Wed 9/30/09
90	1.7.3	EES Software Integration	76 days	Mon 1/5/09	Thu 4/23/09
91	1.8	<b>PARS II Technical and User Documentation</b>	249 days	Mon 1/5/09	Thu 12/31/09
92	1.8.1	<b>PARS II User Guide</b>	135 days	Mon 1/5/09	Fri 7/17/09
93	1.8.1.1	Dekker Role Based User Guide	79 days	Mon 1/5/09	Tue 4/28/09
94	1.8.1.2	PARS II User Guide V1.0	34 days	Mon 6/1/09	Fri 7/17/09
95	1.8.2	PARS II Configuration Parameters Document	20 days	Mon 6/1/09	Fri 6/26/09
96	1.8.3	PARS II Technical Design Document	62 days	Thu 10/1/09	Thu 12/31/09
97	1.8.4	PARS II Access Control Policies and Procedures	33 days	Mon 4/20/09	Thu 6/4/09
98	1.9	<b>C&amp;A Certification</b>	114 days	Mon 1/12/09	Wed 6/24/09
99	1.9.1	PARS II Security Plan	30 days	Mon 1/12/09	Wed 2/25/09
100	1.9.2	PARS II COOP/DR	10 days	Mon 3/2/09	Fri 3/13/09
101	1.9.3	PARS II Configuration Management Plan	6 days	Mon 2/2/09	Tue 2/24/09
102	1.9.4	PARS II ST&E Scripts	15.13 days	Thu 2/19/09	Thu 3/12/09

ID	WBS	Name	Duration	Start	Finish
103	1.9.5	PARS II Security Reviews and Testing	21 days	Mon 3/9/09	Mon 4/6/09
104	1.9.6	C&A Modifications	6 days	Tue 4/7/09	Tue 4/14/09
108	1.9.9	Independent Security Testing	5 days	Fri 5/29/09	Fr 6/4/09
105	1.9.8	PARS II DAAR Approval	0 days	Tue 6/18/09	Tue 6/18/09
106	1.9.7	PARS II V1.0 C&A Accreditation	0 days	Wed 8/14/09	Wed 8/14/09
107	1.10	<b>PARS II Transition Planning</b>	82 days	Wed 1/21/09	Fri 5/15/09
108	1.10.1	PARS II Deployment Plan	74 days	Mon 2/2/09	Fri 5/15/09
109	1.10.2	PARS II Communications Plan	20 days	Wed 1/21/09	Wed 2/18/09
110	1.10.3	PARS II Training Plan	38 days	Wed 3/18/09	Fri 5/8/09
111	1.10.4	PARS II Data Migration Plan	20 days	Mon 3/23/09	Fri 4/17/09
112	1.11	<b>Transition Preparation</b>	221 days	Tue 2/17/09	Thu 12/31/09
113	1.11.1	AHE TRAIN Environment	30 days	Mon 3/2/09	Fri 4/10/09
114	1.11.2	AHE PROD Environment	30 days	Wed 4/1/09	Tue 5/12/09
115	1.11.3	Technical Site Surveys	163 days	Tue 2/17/09	Tue 10/6/09
116	1.11.4	ART & PARS I Data Conversion Scripts	15 days	Mon 4/20/09	Fri 5/8/09
117	1.11.5	<b>Training Materials &amp; Data</b>	157 days	Mon 5/18/09	Thu 12/31/09
118	1.11.5.1	PARS II Training Materials & Data V1.0	25 days	Mon 5/18/09	Mon 6/22/09
119	1.11.5.2	PARS II Training Materials & Data V1.1	26 days	Tue 6/9/09	Wed 7/15/09
120	1.11.5.3	PARS II Web Training	62 days	Thu 10/1/09	Thu 12/31/09
121	1.11.6	<b>PARS II Help Desk</b>	168 days	Fri 5/1/09	Thu 12/31/09
122	1.11.6.1	PARS II Help Desk Setup	32 days	Fri 5/1/09	Tue 6/16/09
123	1.11.6.2	PARS II Help Desk	136 days	Wed 6/17/09	Thu 12/31/09
124	1.11.7	<b>PARS II Acceptance Testing</b>	63 days	Mon 8/3/09	Fri 10/30/09
125	1.11.7.1	PARS II V1.0 Acceptance Testing	20 days	Mon 8/3/09	Fri 8/28/09
126	1.11.7.2	PARS II V1.1 Acceptance Testing	21 days	Thu 10/1/09	Fri 10/30/09
127	1.11.8	<b>PARS II Transition Readiness Milestones</b>	42 days	Tue 9/1/09	Mon 11/2/09
128	1.11.8.1	PARS II V1.0 Go Live Milestone	0 days	Tue 9/1/09	Tue 9/1/09
129	1.11.8.2	PARS II V1.1 Go Live Milestone	0 days	Mon 11/2/09	Mon 11/2/09
130	1.12	<b>PARS II Project Support</b>	322 days	Mon 9/15/08	Thu 12/31/09
131	1.12.1	Project Team Technical Training	194 days	Fri 1/2/09	Thu 10/8/09

ID	WBS	Name	Duration	Start	Finish
132	1.12.2	Configuration Management & Change Control	250 days	Fri 1/2/09	Thu 12/31/09
133	1.12.3	Quality Assurance	269 days	Wed 10/1/08	Thu 12/31/09
134	1.12.4	AHE Test Environment	36 days	Mon 9/15/08	Mon 11/3/08
135	1.12.5	AHE Dev Environment	25 days	Tue 12/9/08	Wed 1/21/09
136	1.13	<b>PARS II 2009 Deployment</b>	126 days	Wed 7/1/09	Thu 12/31/09
137	1.13.1	PARS II V1.0 Data Migration	66 days	Wed 7/1/09	Fri 10/2/09
138	1.13.2	PARS II V1.0 Training	82 days	Mon 8/3/09	Mon 11/30/09
139	1.13.3	PARS II V1.1 Data Migration	3 days	Mon 9/28/09	Wed 9/30/09
140	1.13.4	PARS II V1.1 Training	59 days	Thu 10/1/09	Mon 12/28/09
141	1.13.5	PARS II Deployment Support	126 days	Wed 7/1/09	Thu 12/31/09
142	1.14	<b>PARS II 2010 O&amp;M and Deployment</b>	189 days	Mon 1/4/10	Thu 9/30/10
143	1.14.1	PARS II 2010 Ongoing Deployment	189 days	Mon 1/4/10	Thu 9/30/10
144	1.14.2	PARS II 2010 Maintenance	189 days	Mon 1/4/10	Thu 9/30/10
145	1.14.3	PARS II Help Desk	189 days	Mon 1/4/10	Thu 9/30/10
146	1.15	Transition Support	249 days	Mon 1/5/09	Thu 12/31/09